

MINUTES OF THE SPECIAL MEETING OF THE FAIRFAX COUNTY
REDEVELOPMENT AND HOUSING AUTHORITY

February 7, 2004

On February 7, 2004, the Chairman of the Fairfax County Redevelopment and Housing Authority (FCRHA) convened a special meeting in the Department of Housing and Community Development Training Room, 3700 Pender Drive, Fairfax, Virginia.

CALL TO ORDER

The special meeting of the FCRHA was called to order at 9:45 a.m. by the Chairman, Conrad Egan. Those Commissioners present and absent were as follows:

PRESENT

Conrad Egan, Chair
Ronald Christian
Kenneth Butler
Martin Dunn
John Kershenstein
Eisabeth Lardner
Lee Rau
Albert McAloon
Joan Sellers

ABSENT

Willard Jasper
Charlen Kyle

Also present at the meeting were the following staff of the Department of Housing and Community Development (HCD): Paula C. Sampson, Director; Mary A. Stevens, Deputy Director; Harry Swanson, Deputy Director, Revitalization and Real Estate; Mike Finkle, Director, Housing Management Division; Curtis Hall, Director, Information and Services Division; James Speight, Director, Property Improvement and Maintenance Division; John Payne, Director, Design, Development and Construction, Kay Robertson, Strategic Planner; Louise Milder, Senior Real Estate Finance Officer, Real Estate Finance and Grant Management Division; Caroline Valentine and Kathaleen Karnes, Facilitators, Department of Systems Management for Human Services; and Winifred A. Clement, FCRHA Assistant.

FCRHA Chair, Conrad Egan, gave a brief introduction and explained the purpose of the meeting. The following action item was put before the FCRHA for consideration.

ACTION ITEM

1.

RESOLUTION NUMBER 11-04A

AUTHORIZATION TO ALLOCATE \$1,300,000 FROM UNALLOCATED PROFFER REVENUES WITHIN FUND 144, HOUSING TRUST FUND, TO SPECIFIC PROJECTS IDENTIFIED IN THE FCRHA STRATEGIC PLAN—ACTION PLAN FOR FY 2004: PROJECT 013948 LITTLE RIVER GLEN II (BRADDOCK DISTRICT); AND PROJECT 014116 AFFORDABLE HOUSING PARTNERSHIP PROGRAM

BE IT HEREBY RESOLVED that the Fairfax County Redevelopment and Housing Authority (FCRHA) authorizes, subject to approval of the Board of Supervisors, the allocation of \$1,300,000 from unallocated proffer revenues within Fund 144, Housing Trust Fund, to be reserved for two projects identified in the FCRHA Strategic Plan—Action Plan for FY 2004 as follows: \$1,000,000 for Project 013948 Little River Glen II and \$300,000 for Project 014116 Affordable Housing Partnership Program.

A motion was made by Commissioner Christian, seconded by Commissioner Sellers, to adopt Resolution Number 11-04A.

A brief presentation was given by Louise Milder, Senior Real Estate Finance Officer, Real Estate and Grants Management Division. After the presentation she responded to questions from the Commissioner.

A vote was taken after discussion and the motion carried unanimously.

STRATEGIC PLAN REVIEW PROCESS

HCD Director Paula Sampson introduced the two facilitators, Caroline Valentine and Kathaleen Karnes, Systems Management for Human Services.

The facilitators gave an overview of the review process, including the format of and changes to the plan and the ground rules for discussion, after which they responded to questions from the Commissioners.

The FCRHA reviewed and discussed the follow topics:

- Trends and Issues
- Mission Statements
- Values
- Goals

Trends and Issues

Kay Robertson, HCD Strategic Planner, gave an overview of HCD Trends and Issues, followed by discussion and question and answer period. See *Attachment Number 1*.

Following the discussion of trends and issues, the workshop recessed at 11:35 a.m. and resumed at 11:50 a.m.

Strategic Plan Review

The following topics were reviewed and discussed:

- Mission Statement
- Values
- Goals

Mission Statement

The Commissioners reviewed the mission statement from the current FCRHA Five-Year Strategic Plan, adopted in 2000 and requested that staff redraft the mission statement for FCRHA review.

Values

The Commissioners reviewed eight value statements from the HCD 2000 Strategic Plan and made changes noted in Attachment 1.

The Commissioners decided that for time-saving purposes, it would be expedient to continue the discussion with a working lunch session to allow them to devote as much time as possible to the review.

Goals

The Commissioner reviewed the ten goal statements contained in the HCD 2000 Strategic Plan and made changes noted in Attachment 1.

Next Steps

The FCRHA Commissioners will continue with the review process at its next special meeting to be held April 19, 2004. A third meeting may be needed to complete the process. Information obtained from the community during Info Fest will be incorporated in the plan after which the plan will be finalized and adopted for the next five years, 2006-2010.

ADJOURNMENT

The meeting was adjourned by unanimous consent at 3:02 p.m.

ATTACHMENT

Attachment Number 1:

Results of FCRHA Strategic Plan Workshop One - February 7, 2004

Seal

Conrad Egan, Chair

Paula C. Sampson, Assistant Secretary

Fairfax County Redevelopment and Housing Authority

Strategic Plan FY 2006-2010

Results of FCRHA Strategic Plan Workshop One

February 7, 2004

Workshop Facilitators:

Kathaleen Karnes and Caroline Valentine
Fairfax County Department of Systems Management

Themes

Annotated with FCRHA members' questions raised at the workshop on 2/7/04

Fairfax County's population has grown to over 1million and is identified as one of 23 MEGA (Massively Enlarged Growth-Accelerated) Counties in the US. It has a population larger than seven states and seven cities. Fairfax leads the Washington area in job growth, accounting for about one third of the region's overall job increases. Jobs will continue to grow here at a faster rate than populations, or households. One out of five workers in the metropolitan area is a new immigrant.

Loss of Affordable Housing:

- Units of subsidized housing continue to be lost in the County. Some, in modest developments have been purchased and renovated resulting in higher rents.
- Neighborhoods are changing. Single family homes are being purchased and renovated or replaced with larger more expensive homes.
- Average median rents and average sales prices for single family homes both continue to rise.
- Four and a half percent, twice the population of Fairfax City, of the County's population lives below the poverty level.

Would like to know where these persons live.

- Approximately 7,200 persons are on the HCD waiting list for assisted housing.
- In January 2003, there were 1,944 homeless persons and 39% of them were children.

Would like to know where these persons live. DSM may have map.

- Seventy percent of low-income rental households served by DCRHA are single parent. Average incomes are less than \$20,000.

Would like to know where low-income jobs are, map of job locations.

Supply and Demand for Housing:

- In the 1990's the number of jobs in Fairfax County increased three times as fast as the supply of home. Between 2000 and 2025, jobs will continue to grow at a faster pace than population or households. The supply and demand for housing is out of balance.

Would like more information about gap between the amount of jobs and the amount of housing.

- Fairfax County increasingly will host employment centers whose workers cannot live in the County.
- Half of the respondents at 2003 Celebrate Fairfax indicated they doubted their next house would be in Fairfax because of the price of housing.
- There is a need for more affordable units that are accessible to disabled persons.

Affordable Housing Options for the Elderly:

- The population of seniors is increasing faster than any other age group in the County.
- By 2010, this age group is expected to increase by 150%.
- There is a demand for approximately 510 units of assisted living.

Assets of residents of HCD programs which support self-sufficiency:

- Forty four percent of the homeless population is employed.
- Sixty percent of the residents of public housing are working.
- Sixty five percent of the residents of FCRP (non-elderly) are working
- Fifty three percent of Housing Choice Voucher recipients are working.
- Total employment in the county has increased for 10 of the last 12 months, often by about 10,000 more jobs than in the same month a year earlier.



Would like more information about type of jobs, number of jobs, location of jobs. Want projections for employment.

What public information is available about whether workers are recent immigrants, resident aliens or illegal aliens?

Other Opportunities:

- Would like to consider whether FCRHA has a role in advocacy for affordable housing.
- The County's transit facilities could provide opportunities to address the net loss of affordable housing. Preplanning and redevelopment around transit facilities could include affordable housing close to work sites and to transportation.
- For-profit developers can partner with the RHA and promote tax credit financing for affordable housing.



Would like more information about current number of partnerships and amount of money involved.

- There is an opportunity to coordinate residential and commercial revitalization services with the "Strengthening Neighborhoods and Building Communities" (SNBC).
- A 2002 amendment to the Fairfax County Comprehensive Plan allows cash contributions for affordable housing to go either to the Housing Trust Fund or other County funds.



Would like to address why contributions go anywhere other than HTF.

Additional Comments/Questions raised on 2/7/04:

- Would like to know number of teachers, public safety, and other County employees are housing in subsidized housing.
- Would like FCRHA to work closely with the Planning Commission and think about transportation, land use, and revitalization.
- As part of planning, would like to look at the impact of being "built out" and pressures for revitalization/redevelopment.

- In separate venue, would like quantification of affordable housing needs.
Quarterly reporting of net gain/loss of affordable housing.
- As part of normal reporting to FCHRA, would like idea of progress toward achieving goals when staff items presented.

2000 Mission Statement

The mission of the Fairfax County Redevelopment and Housing Authority is to initiate and provide opportunities for Fairfax County residents to live in safe, affordable housing and to help develop, preserve, and revitalize communities through fiscally responsible and open processes.

2/7/04 Discussion Comments:

- Relates back to Goal #1.
- Whatever happens, the mission statement needs to be amended.
- Staff should redraft the mission statement to make it more succinct, but it is largely okay. If the wording is changed, use only commonly accepted terms.

Shared Values, 2000

In its 2000 Strategic Plan, the FCRHA identified eight shared values as being fundamental to the success of its mission. In 2004, the FCRHA revisited these values for discussion.

Value 1. To partner with the community, individuals, and public and private entities. Involve and include the public in the decision making process.

2/7/04 Discussion Comments:

- A. Partner with the community, and other entities (cannot fulfill mission alone.)
 - Recognize [that FCRHA] cannot accomplish mission by ourselves.
 - Eliminate or minimize controversy. [Work toward] agreement. Don't want to [appear as one saying] "I'm the government and I'm here to help you."
 - The FCHRA [should be seen as] enabler, facilitator, allows shared ownership.
- B. Involve the public in decision making
 - Could be related to Value #4.
 - Involve and include the policy aspect of determination and policy implementation.
 - Partnering [is important.]
 - Involvement [is necessary or may] loose opportunities to broaden support.
 - Remember, we work for the citizens of Fairfax County and need to involve them.
 - Public support fosters partnerships.
 - [FCRHA should be] Open to input and agree together on action.

Value 2. To promote, develop, encourage and be responsive to community initiatives.

2/7/04 Discussion Comments:

- [Underlying value is] responsiveness - listen to the people.
- Share responsibility for [achieving the] mission with the community.
- Two way nature - idea does not have to start here.
- Promote, develop and encourage: leadership is implied.
- Promote = communicate to public we are open to responsiveness.
- Could include creating venues to stimulate communication.

Value 3. To maintain and enhance professionalism and competency of Housing and Community Development staff supporting the FCRHA mission. To provide the best management, maintenance, and operational support for all projects and programs.

2/7/04 Discussion Comments:

- Identify RHA as policy makers and HCD staff as implementers.
- Quality in RHA policy and products is dependent on HCD quality of support. Maintain professionalism and high image/reputation of both RHA and HCD.
- Expect management of what RHA represents to be very competent.
- Use terms "highly effective" rather than "best management."
- Integrity.
- Reflect that we do have these qualities in the current HCD staff.

Value 4. To foster the integrity of the FCRHA and its programs by pursuing all ventures with open and honest communication and thorough community involvement.

2/7/04 Discussion Comments:

- Eliminate "NIMBY" from vocabulary.
- Affordable housing can be used for other than teachers, etc. [can be used for] service employees.
- Need to focus strongly on fair housing laws.
- Relates to second part of #1 - involving the community and expands to include open & honest
- Integrity: honesty and principled. Does not necessary mean agreement. Honoring other points of view. Trust. Doing things the right way. Legal issues and/or according to the law. Rooted in ethical principles.

Value 5. To empower the residents of FCRHA properties with the means to become as self-sufficient as possible, encouraging and facilitating movement toward financial independence beyond the need for FCRHA services, while recognizing the needs and limitations of the mentally and physically disabled, the aged, and infirm.

2/7/04 Discussion Comments:

Underlying value is financial independence. Should be reflected as a value and a goal.

Value 6. To increase FCRHA support for revitalization activities, including becoming more involved in existing efforts.

2/7/04 Discussion Comments:

The group agreed that this statement was not a value per se, and should be reflected as a goal.

Value 7. To provide, maintain, and preserve decent and safe affordable housing for low and moderate-income families.

2/7/04 Discussion Comments:

The group agreed that this value statement is the same as the mission statement.

Value 8. To be fiscally responsible in all FCRHA endeavors.

2/7/04 Discussion Comments:

- Credibility/accountability.
- Relates to Value #4, integrity.
- Stewardship, using resources that are not our own.

On 2/7/04, the group agreed to add two values:

INNOVATION

- Looking down the road - outside the envelope.
- Creativity, creative thinking, encouraging new ideas
- Incubator for new thinking, new ideas.
- [perhaps consider this issue to] combine with anticipating future issues.

STEWARDSHIP, for the resources entrusted to us.

- Fiscal responsibility
- Revitalization
- Providing for self-sufficiency
- Long range planning, goals, looking forward
- More attention to long range challenges and opportunities
- Anticipate/envision future issues and problems
- Link to innovation

Shared Values, 2004 - Discussion Draft

At its workshop on February 7, 2004, the FCRHA examined the values underlying the 2000 statement of values and agreed to the following outline of values:

1. Partnership
2. Responsiveness
3. Quality
4. Open and honest communication
5. Community involvement, inclusion
6. Integrity
7. Financial Independence [for Clients]
8. Fiscal Responsibility [for FCRHA]
9. Stewardship [of resources]
10. Innovation

The group agreed that two ideas expressed in the Shared Values from 2000 were more appropriately categorized as goals or as part of the mission statement. Those ideas were

To increase FCRHA support for revitalization activities, including becoming more involved in existing efforts.

To provide, maintain, and preserve decent and safe affordable housing for low and moderate-income families.

Goal Statements, 2000

1. HOUSING: Provide the opportunity for Fairfax County residents to obtain affordable, safe, clean housing in a reasonable amount of time.

2/7/04 Discussion comments:

Delete "reasonable amount of time." Need an action plan.

Add "all" before Fairfax County:

To include concept of universality.

Former BOS Chair would not want to add "all."

[Should reflect] need-based.

DSMHS to share other housing goal language.

Go back to original purpose of RHA.

Related value is that people who work in Fairfax County should be able to live in Fairfax County.

Do RHA goals include issue of homeownership?

"Opportunities available to all who live and work in Fairfax County according to their means. . ." Comprehensive Plan Housing Goal, 2003 Edition

2. REVITALIZATION: Increase FCRHA support for revitalization activities by building on, and becoming more involved in existing efforts and intensifying/increasing FCRHA activities that support revitalization and entrepreneurial initiatives for the residents of Fairfax County.

2/7/04 Discussion comments:

Needs to be more succinct.

3. SELF-SUFFICIENCY: Increase the self-sufficiency of FCRHA residents by developing individual self-sufficiency plans with appropriate residents and then assisting those residents to achieve the objectives in those plans.

2/7/04 Discussion comments:

Include last clause in goal.

Add "while recognizing the needs and limitations. . ."

Empower [use a synonym] citizens (vs. residents) towards self-sufficiency.

[underlying value is] financial independence.

4. FINANCIAL STRENGTH & REPUTATION: Maintain an organizational structure that implements fiscally responsible financial policies that assure the continued strength and reputation of the FCRHA.

2/7/04 Discussion comments:

Organizational structure remains in balance with priorities.

5. ORGANIZATIONAL STRUCTURE, MANAGEMENT AND BUSINESS PRACTICES: Maintain an organizational structure and adopt business practices that maximize efficient implementation of the FCRHA Strategic Plan's objectives and priorities.

2/7/04 Discussion comments:

Why this goal? Could it be deleted?

Do in a venue outside of strategic plan.

FCRHA is a separate entity/authority for setting policy.

6. TECHNOLOGY: The FCRHA/HCD incorporates and maintains up-to-date Information Technology (IT) solutions in its business and communications functions.

2/7/04 Discussion comments:

Okay. Straightforward.

7. CITIZEN/COMMUNITY INPUT TO AND "OWNERSHIP" OF FCRHA PROGRAMS: The FCRHA shall invest in the recipients of its programs and give all citizens a sense of ownership in the agency which shall be engendered through the mutual exchange of ideas and information.

2/7/04 Discussion comments:

Roll into #8.

8. COMMUNICATIONS: The FCRHA will ensure that all residents of this county have access to the information available concerning the housing and revitalization needs, opportunities, successes and concerns for our community.

2/7/04 Discussion comments:

Open to comments from the community.

Two-way communication.

Including but not limited to the action plan.

9. OPENNESS AND TRANSPARENCY IN OPERATIONS AND DECISION-MAKING: To build and maintain a working relationship between the FCRHA Commissioners and the County staff, whereby major decisions are made by the Commissioners and those decisions are implemented by the staff in an atmosphere of trust and full disclosure.

2/7/04 Discussion comments:

Could be incorporated into Values. Reference #3. Separate value.

10. ORGANIZATIONAL RELATIONSHIPS: Develop a stronger and more cooperative relationship with other Fairfax County agencies with comparable goals and objectives.

2/7/04 Discussion comments:

Okay but delete "with comparable goals and objectives."

Discussion of Additional goals:

HOMEOWNERSHIP:

Threat to strength and viability of ADU Ordinance

Diminishing compliance with ADU Ordinance

Growing structural imbalance between incomes and cost of land.

Elderly aging in place.

Opportunities:

Employer assisted housing

Increased use of IDA's (individual development accounts)

Homeownership tax credit

FHA - 0% down payment

Generate? Increase? ability to provide opportunities for home ownership (elderly, first time homebuyers)

Opportunities for partnerships; e.g., with employers (career enhancement programs)

Should be a general statement about providing opportunities

Proposed goal statement: "Generate and increase opportunities for homeownership as a means to self-sufficiency, asset growth, neighborhood stability, preservation, and to allow others who work in Fairfax County to live in Fairfax County."

INNOVATION:

Intervene: general and increase opportunities for homeownership as a means to increase self-sufficiency, asset growth, and neighborhood revitalization. . .

Housing at transit centers

Influencing development patterns

High rise

Preservation of housing

Build-out

Miscellaneous Comments Throughout the Day on 2/7/04:

- Need policies for senior to stay in place (tax abatement, accessory apartments, etc.)
- Need senior housing for down-sizing of households, for healthy seniors.
- Use RHA Mission statement more frequently in documents. Add to agendas, etc.
- Normal RHA meeting agendas do not permit long range planning and innovations; need extra meetings for forming new ideas.
- All goal statements should correspond with value statements.

- Requested that staff circulate an old memorandum of agreement between the BOS and the RHA.